

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	Richmond Business School
Programme:	BSc Accounting and Finance
FHEQ Level:	5
Course Title:	Advanced Managerial Accounting
Course Code:	ACC 5200
Student Engagement Hours:	120
Lectures:	30
Seminar / Tutorials:	15
Independent / Guided Learning:	75
Credits:	12 UK CATS credits 6 ECTS credits 3 US credits

Course Description:

The course builds on the principles covered in managerial accounting and develops knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision-making, performance evaluation and control within an organisation.

Prerequisites: ACC 4205 Managerial Accounting

Aims and Objectives:

The course aims to equip students with knowledge and skills in managerial accounting techniques used for planning, decision-making, performance evaluation, and control. The course syllabus covers various topics, beginning with the uses and control of information, management information systems, and data analytics. The syllabus then explores specialised costing and management accounting topics, decision-making, and budgeting techniques, including analytical and behavioural aspects.

The importance of financial and non-financial performance measures in management is emphasised, along with the difficulties of assessing performance in divisionalised businesses and external influences on performance. The course also covers standard costing and variances, mix and yield variances, planning and operational variances, and performance measurement and control. The course is relevant to private, public, and not-for-profit contexts.

Programme Outcomes:

A1-A5

B1, B2

C1

D1

A detailed list of the programme outcomes is found in the Programme Specification. This is maintained by Registry and found at:

<https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

Knowledge and Understanding

- Recognise and discuss the management information systems organisations use to manage and measure performance and the controls over information and big data and data analytics that are implemented.
- Apply cost and managerial accounting techniques and explain how they are used.
- Choose and apply decision-making techniques to aid in making business decisions, considering the risks and uncertainties of business operations, and promoting the efficient use of limited resources.
- Apply suitable budgeting techniques, including quantitative methods, to plan and manage business activities and use standard costing systems to measure and control business performance and to identify corrective action.
- Evaluate the performance of private, public, and not-for-profit organisations, considering financial and non-financial factors, recognising the challenges of managing divisionalised businesses, and considering sustainability and external factors.

Cognitive Skills

- Demonstrate problem solving skills
- Identify and analyse relevant information contained in case studies
- Propose solutions that make business sense
- Demonstrate written communication skills

Practical and/or Professional Skills

- Identify the information needs for the long-term planning and control process and demonstrate the ability to construct an effective management control system
- Apply the various techniques available to manage and measure the performance of divisions.
- Apply the appropriate frameworks for the management and measurement of corporate performance.
- Assess and apply suitable capital budgeting techniques, evaluating the results.
- Appreciate the current issues and challenges faced by management accounting and apply this awareness to the management of business performance.
- Use technology to efficiently access and manipulate relevant information.

Key Skills

- Use judgement to identify the important issues and make appropriate recommendations.
- Apply analytical and problem-solving skills to a situation
- Demonstrate written, numerical and oral communication skills to present information clearly and logically.

Indicative Content:

- **Management information systems** and data analytics
- **Costing systems** include activity-based costing, target costing, life cycle costing, throughput accounting and environmental accounting.
- **Decision-making techniques** include cost volume profit (CVP) analysis, limiting factor analysis, pricing decisions, short-term decisions, risk and uncertainty.
- The **budgeting and control** part includes budgetary systems, quantitative analysis in budgeting, budgeting and standard costing, variance analysis, planning and operational variances, performance analysis and behavioural aspects.
- **Performance measurement and control** includes performance management information systems, sources of management information and management reports, performance measurement in private sector organisations, divisional performance, and transfer pricing.

Assessment:

This course conforms to the University Assessment Norms approved at Academic Board, as found at <https://www.richmond.ac.uk/university-policies/>

Teaching Methodology:

Teaching will be a combination of lectures and class exercises. Lectures will be designed to cover the fundamental issues and build upon the recommended chapters from the main text book and additional recommended readings.

Indicative Text(s):

Core text:

BPP Learning Media (2023) *ACCA PM Performance Management: Workbook*. London: BPP Learning Media.

Recommended Reading:

Drury, C. (2021) *Management and Cost Accounting*, 11th edition, UK: Cengage.

Bhimani, A., Horngren, C., Datar, S.M. and Foster, G. (2023) *Management and Cost Accounting*. 8th edn. Harlow: Pearson.

Brealey, R.A. and Myers, S.C. (2023) *Principles of Corporate Finance*. 14th edn. New York: McGraw-Hill.

Groot, T. & Selto, F. (2013) *Advanced Management Accounting*, Pearson Education, Harlow

Merchant, K.A. & Van der Stede, W.A. (2023) *Management Control Systems: Performance Measurement, Evaluation and Incentives*. 5th edn. Harlow: Pearson.

[Kaplan, .R. and Atkinson, A.A](#), (2013), *Advanced Management Accounting*: Pearson New International Edition Paperback

Kaplan, R.S. and Norton, D.P. (1996b) *Translating Strategy into Action: The Balanced Scorecard*, Harvard Business School Press.

Journals

Accountancy (ICAEW) Student Accountant (ACCA)

Web Sites

www.accaglobal.com www.icaew.com www.ifac.org www.frc.org.uk

See syllabus for complete reading list.

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Academic Registry
Change to Professional Accounting Assessment Norms	School: September 2015	
Pre-requisite change	School: January 19	
Updates Reading List	October 2019	
Updated Reading List	June 2021	
Revised learning outcomes and reading list	March 2023	
Revision – annual update	May 2023	